



ASOR Board of Trustees Fall Meeting
May 16, 2021, Zoom 2:00-6:00PM

Present: Sharon Herbert (President), Richard Coffman (Board Chair), Andrew Vaughn (Executive Director, non-voting), Charles (Chuck) Jones (Vice President), Ann-Marie Knoblauch (Secretary), Emily Miller Bonney (Treasurer), Susan Ackerman (Past President), Margaret Cohen, Erin Darby, Lynn Dodd, Jane DeRose Evans, Paul Flesher, Debra Foran, Michael Hasel, Peyton (Randy) Helm, Melissa Kutner, Øystein (Sten) LaBianca, Sue Laden, Carol Meyers, Eric Meyers, Robert Mullins, Timothy Potts, B.W. Ruffner, Joe Seger, Carolyn Strange, Jason Ur, Bryan Wilkins.

Absent: Lisa Ackerman, Theodore Burgh, J.P. Dessel, Peggy Duly, W. Mark Lanier, Alex MacAllister, Ann Sahlman

Guests: Marta Ostovich

Preliminary Matters

1. Call to Order and Introductions

- a. The meeting was called to order at 2:02 PM
- b. New Board members were introduced.

2. Approval of Agenda

BE IT RESOLVED: The agenda is approved by unanimous consent.

3. Approval of the Minutes from the December 2021 Board Meeting

Susan noted the following changes: Page 3 1.1 first bullet, key numbers of exhibit B. "decrease" should be "loss"; last sentence should be struck; Pg. 9 CCC fifth bullet, "each committee comment on and discuss the strategic plan" delete extra "the"

Minutes approved by acclamation with those corrections

Business Items

1. Board Trustee Appointments (Sharon Herbert)

- Sharon noted that Sten LaBianca is rotating off the Board and thanked him. Pearce Paul Creasman will be the new ACOR representative on the ASOR Board, effective July 1, 2021. There was unanimous and enthusiastic thanks expressed to Sten for his years of service on the ASOR Board.

- Nomination of Sheila Bishop for election to Honorary Trustee. Sheila has been a generous and supportive Board member for 10 years, and this comes with the strong recommendation of the Executive Committee. Sheila rotated off the Board of Trustees on December 31, 2020. Motion from the EC, Carolyn Strange seconded.

BE IT RESOLVED that the that the ASOR Board of Trustees appoint Sheila Bishop as an honorary trustee.

No discussion.

Unanimously approved.

2. Treasurer's Oral Report—See written report below (Emily Bonney)

- The Annual Fund is looking good for this year.
- ASOR received a Second Draw PPP loan, and the first PPP loan was forgiven in January 2021. Thanks to Andy for his work in this area.
- The Finance Committee recommends approval of the budget, with one discussion (line 22, projected designated giving for diversity). The conversation in the development committee and the EC was a positive one, endorsing ASOR committing \$50,000 of unrestricted funds if we fall short on raising donor-designated dollars for DEI. This shows how committed ASOR is to these goals.
- The Annual Meeting will have two components this year—in person (Chicago) and virtual (3+ weeks later, via Zoom and the OpenWater Platform).
- Sten remarked that Emily, Andy, the ASOR staff, and the Finance Committee deserve praise for how they have handled the challenges of the past year.

3. Brief review of the ASOR Net Investment report and questions from the Treasurer's Memo (Exhibit C, Emily Miller Bonney and Andy Vaughn)

- ASOR benefitted from strong equities returns (more than 28% to date for the fiscal year). ASOR's endowments have benefitted from strong stock market gains.

4. Review and adoption of the FY 2022 proposed budget as recommended by the Finance Committee (Exhibits F and G, with reference to Exhibits A and B, Emily Miller Bonney and Andy Vaughn)

- The budget comes to the Board recommended by The Finance Committee and the Executive Committee.
- The details of the budget forecast for FY21 and the proposal for FY22 are found in Exhibits A, B, F, and G.
- The FY22 budget contains a goal of raising \$48,000 from webinars, which would equal \$4,000 per month if divided evenly over the year. We anticipate some one-day webinars that will generate more revenue in some months.
- Andy noted that in spite of a difficult year, we are increasing the services and programming we offer to members. It was noted that the budget as presented proposes (if necessary) the use of up to \$50K from Unrestricted Net Assets to continue to pay for the staffing and programs we have set up.
- Andy stated that taking \$50K from Unrestricted Assets for Operations (prior year's surplus) can help through uncertain times. There was lengthy discussion of what programs this \$50K would support and how these programs might be funded on a sustainable basis in future years.
- Some concern was expressed about the long-term impacts and unsustainability of dipping into Unrestricted Net Assets to pay for programs.
- Richard asked about future streams of revenue for ASOR, and Andy noted that membership is growing at 3-5% each year, and we want to continue to see that grow. Membership growth will eventually help provide program revenue. Andy noted that most other learned societies are experiencing membership reductions, and ASOR has been growing consistently for the past decade. Nevertheless, we do need other new revenue sources: Andy identified new indirect funds, were we successful in future grant applications, as one possible revenue stream.

- Growth in the endowment for operations from stock market gains, a couple of recent legacy gifts, and the Board decision to increase the amount we draw from the endowment will contribute significantly to help with revenue for operations. Andy noted that the endowment for operations is currently \$1.6 million and should be even higher at the end of the fiscal year, and that does not include the anticipated \$200,000 legacy gift from Norma Kersaw which will support membership engagement (i.e., membership programs) through a board-designated endowment).
- Andy also explained that due to COVID, only \$28K (of \$110K) in scholarships were given away in this fiscal year; the amount unawarded has been placed in temporary restricted to be given away in a future year.
- Susan Ackerman noted that FY20 and FY21 were balanced because of PPP loans, not because of internal funding.

Upon the recommendation of the Finance Committee and the Executive Committee, Joe Seger seconded:

BE IT RESOLVED that the ASOR Board of Trustees adopts the Fiscal Year 2022 Budget (Exhibit F) that have been reviewed and discussed by the Finance Committee and EC.
Unanimously approved.

Action Items

5. Motion from Finance Committee: To Establish Dana #2 Fund (Exhibit H Emily Bonney)

- Emily invited questions about this new grant for excavation projects. We anticipate that the donor will continue to support this fund in future years. It fits well with our strategic plan and growing support for our members. Andy thanked Development Committee for their handwritten thank you notes to donors, including this donor.

Upon the recommendation of the Finance Committee and the Executive Committee, Randy Helm seconded:

BE IT RESOLVED that the ASOR Board of Trustees accepts the recommendation of the Finance Committee and formally establishes the Dana #2 (Excavation Grant) Fund using the language found in Exhibit H.

Unanimously approved.

6. Motion from Finance Committee: To Establish Kershaw Board-designated Fund (Exhibit I Emily Bonney)

- Emily stated that ASOR has received notice from the Kershaw Estate about an anticipated legacy gift, but the funds have not yet been received. We are passing this motion so that we can establish the board-designated endowment when the funds are received (anticipated receipt in June or July 2021). The estate documents reference a bequest of \$200,000, but the exact amount is contingent on availability of fund in the Kershaw Remainder Trust. [Note subsequent to the Board Meeting: the generous and expected \$200,000 bequest was received in full in July 2021, and the funds were deposited into a new board-designated account held with Scott and Stringfellow (now Truist Investments)]. Based on conversations with Norma Kershaw, the Finance Committee recommends designating these funds to support membership engagement (e.g., a membership e-newsletter [News@ASOR]).

Upon the recommendation of the Development Committee, the Finance Committee, and the Executive Committee, Eric Meyers seconded:

BE IT RESOLVED that the ASOR Board of Trustees accepts the recommendation of the Finance Committee and formally establishes the Kershaw Board-designated Fund using the language found in Exhibit I.

Unanimously approved.

7. Questions about any other financial attachments on the Board information page.

- Ann-Marie pointed out error in item 4: FY22 budget.

8. Motion to Renew ASOR's Partnership with the Levantine Ceramic Project (Sharon Herbert)

- ASOR has partnered with LCP for 5 years (since 2016), and the partnership is up for renewal.
- Andrea Berlin is planning for her eventual retirement from Boston University, and she is looking for a permanent home for the LCP.
- The Executive Committee has discussed the renewal and agrees that it is a good fit with ASOR. The EC recommends renewal for another 3 years, with some recommendations of items that should be addressed during that three-year period. See memo (in attachments below) from Andy Vaughn to Board with recommendations of three items to be addressed.
- The LCP fits with ASOR's Strategic Plan-digitalization, internationalization (given the participation of many overseas individuals in the LCP), research project (student opportunities), prestige (high profile projects and sites).
- Discussion points included operating costs, the costs associated with maintaining a server, and finding donors for the LCP.
- Other discussion points included involving COP in discussions regarding LCP and the waiving of the fee that excavations are charged to use the LCP for excavations based at schools that are ASOR institutional members.

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Upon recommendation of the Executive Committee, Ann-Marie seconded:

BE IT RESOLVED that the ASOR Board of Trustees accepts the recommendation of the EC that ASOR extends the relationship with LCP for three years on the same level of financial support during which time we evaluate a continuing relationship, while conducting due diligence and working towards sustainability.

Unanimously approved.

REPORTS

9. Chairs Coordinating Council (Chuck Jones)

- The CCC has been meeting every month to work on redrafting Strategic Plan.
- CCC worked with DEI Task Force on the effects DEI recommendations would have on committees (to be discussed later in the meeting).
- Annual Committee reports to the Board and EC for all committees to happen in the fall.
- Sten asked about nature of CAP committee (a focus on best practices and on policy, versus a focus on "policing"). Chuck replied this is the case and CAP is also very focused on fellowships. There was discussion of review of CAP-affiliated projects.

10. Personnel Committee (Sharon Herbert) Andy and Marta Absent.

- The Personnel Committee reported to the Board on their evaluation of the Executive Director.
- It was reported that the Executive Committee voted to extend Andy Vaughn's contract for one additional year (through June 30, 2024).

11. Development Committee (Lynn Swartz Dodd) (see attached report)

- Lynn expressed gratitude to the committee members who have been meeting monthly. Thanks to all who have made gifts and worked with the committee.
- Next year (FY22) the committee will turn its attention to legacy/planned giving.
- Lynn expressed that legacy gifts are making an extraordinary difference now and for generations to come.

12. 2021 Annual Meeting (Andy Vaughn)

- Ca. 700 people registered so far as of the date of the Board Meeting.
- Announcements for paper presenters went out this past week.

- The Chicago Hilton Hotel is still closed and is supposed to reopen June 10th. Arlene will visit on June 12th.
- End of Early Bird rate was supposed to be yesterday, but the rate has been extended until mid-July. The two components (in-person and virtual) have been successful in attracting participation.
 - 180 are people outside of North America have proposed papers for the virtual component only—i.e., they have already decided that they will participate only virtually.
 - Good option for those who will not be able to travel to the US. ASOR plans to continue the virtual component in future years as part of our efforts to become carbon neutral by 2025.
- Poster proposals due August 15th.
- There was discussion of the number of registrants for in-person vs. online: 500 for in-person Chicago (2/3 of those are virtual too). Ca. 200 are virtual only. The budget assumes a total registration of 1100 people: 900 in person and 200 virtual.

Break (3:45-4:00PM)

Discussion/Action Items (4:30-6:00)

13. Report and Recommendations from the Diversity, Equity, and Inclusion Task Force (Erin Darby and Sharon Herbert)

- Erin Darby is the Chair of the DEI Task Force and presented the submitted report, including recommendations (report distributed separately to the Board, but not part of the Board Minutes). She explained that the report is intended as an inward-facing document (so directed toward and distributed to the Board), as well as a resource. The plan is to develop a summary document that will be available to the broader membership.
- The biggest structural recommendation in the report is for the establishment of a standing DEI committee with a seat on the CCC. The report also suggests actions ASOR might take re DEI in the next 1-5 years, as well as partnerships that ASOR might pursue.
- Discussion including definitions of BIPOC and inclusivity with regards to BIPOC scholars in North America. Yet while the Task Force's charge asked it to focus on BIPOC scholars in North America, the Task Force sees the question of diversity on a broader scale as crucial. Improving the experience for BIPOC scholars will help with other groups as well.
- Other topics of discussion including support at the undergraduate level for students of color and the need to cultivate relationships with institutions (many HBCUs are overwhelmed).
- Barriers for BIPOC students include languages and financial security. One solution might be to provide research opportunities that don't require the time/financial investment.
- A Land Acknowledgement Statement was also discussed, and how to do it in a North American context without being performative, and whether it is appropriate to consider in a non-North American context and the need to avoid political discussions overseas.
- Chuck, speaking for the CCC, endorsed the DEI recommendations and expressed support for the creation of a standing committee, and the need for a serious, thoughtful and discussion of a Land Acknowledgement Statement.
- Erin explained that a goal would be that standing committees submit a yearly report to explain how they have promoted DEI work within the committee.
- A suggestion was made for town hall meetings on DEI and/or open forums before the AM. Sessions at the AM.
- Ann-Marie shared the EC's recommendation to the Board:

"Be it resolved: the EC recommends that the Board thank and commend the members of the DEI Task Force for their timely work on behalf of ASOR, and receive the report. The EC further recommends that the Board charge the President, in consultation with the VP and DEI Task Force, to formulate a charge for a Standing DEI Committee to be created for presentation to the Board for a vote. While the charge is being created, the EC recommends that the Task Force continues its work."

- Discussion: Carol Meyers asked what is meant by “the Task Force should continue its work”? Sharon replied that the DEI task force will help create charge for standing committee and how to constitute it/who should be on it.

Upon the recommendation of the Executive Committee, Carolyn Strange seconded:

BE IT RESOLVED that the ASOR Board of Trustees thanks and commends the members of the DEI Task Force for their timely work on behalf of ASOR and receives their report. The Board charges the President, in consultation with the VP and DEI task force, to formulate a charge for a Standing DEI Committee to be created for presentation to the Board for a vote. While the charge is being created, the EC recommends that the Task Force continues its work. Unanimous vote.
Unanimously approved.

- Lynn Dodd asked for a statement to be put in the minutes from Board to thank the committee for their incredible investment of time and intellectual energy. Erin thanked ASOR staff and leadership for their support. Lynn’s suggestion of noting the Board’s appreciation was agreed to by acclamation.

14. 2021-2025 Strategic Plan (Sharon Herbert)

Board members were divided into breakout rooms to discuss specific topics in small groups

a. Break out room discussions:

- **Publications and Annual Meeting:** Carol, Chuck, Jason, Melissa, Michael, Paul
- **DEI and Supporting the Work of Members:** Ann-Marie, Carolyn, Debra, Erin, Joe, Lynn, Margaret, Randy
- **Cultural Heritage and Public Outreach:** Bob, Jane, Sten, Sharon, Tim
- **James Strange Center:** Andy, Bryan, Emily, Eric, Richard, Susan Ackerman, Sue Laden

5:08 Board reconvened as a whole.

b. Reports from Breakout Groups:

Publications and Annual Meeting (Chuck Jones)

- The group is generally satisfied with these two sections.
- There is an issue with *NEA* and its identity.
- Future of publication of archaeological reports and making them more robustly digital. COP is very concerned with this.
- Strategic Plan is quite straightforward for the Annual Meeting.
- There was discussion over the use of West Asia vs. SW Asia and the different usage between American/non-American. Middle East is still the commonly understood term amongst media/greater public.

DEI and Supporting the Work of Members (Lynn Swartz Dodd)

- Simultaneous attention to Early Career scholars and seeking greater diversity is appropriate, in order to get more members of diverse communities into the pipeline sooner.
- The rationale about why greater diversity is integral to our mission needs to be clearer.
- How do we include language to reflect and assess? How do we know if ASOR is successful in being a more inclusive organization?
- Concerns about the section on ORCs:
 - Unclear how relationships with ORCs will help us diversify in terms of North America, and the section on the ORCS distracts from the focus on DEI in North America
 - Could we share some of our reflections on DEI with the ORCs?
 - Still, it is important not to interfere with situations that are different for each ORC.
 - Encourage ORCs to evaluate their own rubrics.

Cultural Heritage and Public Outreach (Jane DeRose Evans)

- There was discussion of terminology with a general preference for Western Asia.
- Sten stressed the importance of involving the local community in both educational and economic benefits, and suggested CAP have best-practices statement regarding this issue for ASOR-affiliated projects.
- Need more grants/awards focused on post-excavation; strengthen language in plan for this in 2B.
- Public outreach includes both ASOR members and the general public, including international partners. Tim suggested calling it “community engagement.” Get stories into ASOR media.

James Strange Center (Susan Ackerman)

- Use and configuration of space.
 - First floor to be a more multi-purpose space, while maintaining some accessible office space for employees who would have difficulty accessing the 2nd and 3rd floor.
 - Did not have much time to discuss a global vision of what the Strange Center should be.
- Location within the community of Alexandria and DC-NoVA generally.
- Computer/data infrastructure.
- Archives: possibility of third floor storage? Paul Flesher has offered archival assistance.

Discussion:

- Sten mentioned inclusiveness and the way we engage with care of planet and the role of SW Asia/E Med in this narrative. We have much to contribute on the history of humans and their environment/stewardship of the planet.
- Tim asked about feedback on name change from members. Sharon replied that there were 20-30 comments (5 who responded negatively; 5 who didn't agree but understood the rationale). Definite split with non-North American. Lots of positive reactions, including from our government partners in the Department of State and on Capitol Hill
- Carol brought up archives and archiving of field reports, and whether CAP has a responsibility there (best practices for dealing with materials after excavation). Sharon pointed out this is a greater issue and there may be a need for an ad hoc committee on archives/field reports. There are two different issues: ASOR archives vs. archives of excavations of members' digs.
- One possible service ASOR could provide is a database of where records are housed and there was discussion of a grant for this type of project in the future.

5. Matters Arising (Richard Coffman)

None arising.

Meeting adjourned 5:42 PM

Treasurer's Report
Emily Bonney

The Finance Committee met on 10 May, 2021 and discussed the financial documents posted on the Materials for May 2021, Board Meeting. Conversation focused on certain key points. The following will highlight those points.

Exhibits A, B, C and D demonstrate that in spite of the pandemic ASOR remains in a strong financial position. Exhibit B, The Notes to FY 21 Budget to March 31 and Forecast Memo provides a detailed discussion of Exhibit A, the FY21 Budget to March 31 and the FY 21 Budget to Forecast. Perhaps the most noteworthy feature of the budget documents is, as pointed out in Exhibit B, that they show that even in a year of reduced income and pandemic induced uncertainties ASOR will have only a small operational shortfall of (\$1,560.30). As previously detailed in the December budget report a significant portion of that shortfall can be attributed to the fact that the Annual Meeting could not be conducted in person. The VAM, even with 1085 registrants and reductions in expenses because there were no hotel costs, nevertheless resulted in an unfavorable variance of \$45,000. A second significant issue is the difference between budgeted memberships and actuals as many new memberships were Associate Memberships (\$40 compared to \$150). The later deadline for the submission of abstracts for the 2021 Annual Meeting also resulted in a deferral of membership renewals. Institutional memberships continue to decline as institutions of higher education experience their own budgetary pressures, and we do not expect that number to rise above 60 and be more likely to decline going forward. On the positive side, the Annual Fund, as the language in Exhibit B points out, had a banner year with unrestricted contributions of \$147,000. The exceptional generosity of trustees and members provided significant operational support as did a Second Draw PPP forgivable loan. Investments have continued to perform well so distributions from named endowments are slightly higher than budgeted for FY2021. We were able to avoid any use of the prior year unrestricted funds which is a positive as we likely will need to draw on those funds in FY22 as we will not have the cushion of the PPP loans.

Looking forward, the forecast puts the income from the Annual Meeting at \$157,250, only slightly above the actuals for the 2020 meeting, based on continued uncertainty about whether members actually will be able to meet in Chicago reflected in a lower number of registrants than expected so far. We hope that as the meeting date and Chicago get closer those numbers will rise. Other educational events—particularly the webinars we have been developing—forecast at \$12,000 may also produce more income. Membership income also has been set at only slightly above the 2021 actual and below the 2021 budget in anticipation of a continued predominance of associate memberships in the mix.

In addition to the balances presented in the summary table found in Exhibit C (based on 30 March 2021 balances), I call your attention to the following market balances (not accrual based) of the following Accounts (as of May 7, 2021):

- Cash Accounts = \$944,866.04
 - BB&T Checking = \$430,799.15
 - Schwab General Fund (quasi-checking) = \$421,891.93

- BB&T Temporarily Restricted (Fed. Grants) = \$92,174.96
- Board-designated Accounts = \$388,691.95
 - Opportunity Fund for Publications (Board-designated) = \$148,257.55
 - Building Fund: \$240,434.40
- General Endowment for Operations = \$1,631,364.22
- Accounts with donor restrictions (other than Endowment) = \$1,933,104.41
 - Dana #1 Endowment = \$385,391.96
 - Geraty Endowment = \$91,153.70
 - Harris Endowment = \$178,215.29
 - MacAllister Endowment = \$190,722.25
 - Mason Endowment = \$54,978.82
 - Carol and Eric Meyers Endowment = \$224,424.63
 - Platt Endowment = \$314,592.20
 - Seger Endowment = \$79,120.15
 - Strange / Midkiff Endowment = \$152,279.48
 - G. E. Wright/Shirlee Meyers Endowment = \$110,333.79
 - BIPOC Endowment = \$150,532.13
 - Dana #2 Endowment = \$1,000.01 (due to a recent gift, approximately \$100,000 as of May 12, 2021)

An action item for the Board is the approval of the establishment of the Dana #2 endowment for which an additional deposit is about to be registered. As we noted in December ASOR has been very much the beneficiary of a strong market, reflected in the increases in these accounts. We understand that the Scott & Scott funds appear to be performing at a slightly lower level than the Schwab funds it is hard to quibble about a 26.4% increase.

Challenges that we are facing because of COVID-19 and the Proposed Budget for FY22.

The challenges that were noted in the 2020 presentation to the Board remain even as the worst of the pandemic may be behind us. I repeat them here to remind the Board. Institutional subscriptions remain down about 5% for University of Chicago Press, and even with a guaranteed minimum royalty from UCP we do not expect actual payments to exceed that minimum and predict a request for a lower minimum when we renew the contract. The decline in institutional memberships noted above could result in a \$20,000 budget shortfall that would continue into future years.

The relative success of the VAM still resulted in an unfavorable variance of \$45,000, and it remains uncertain what the mix of in-person and virtual meetings we have adopted for 2021 will produce in terms of income. So far, the indications are consistent with the numbers contained in the FY 2022 Budget (Exhibit F). Another area of financial concern is the Annual Fund. While the generosity of Trustees and members produced an exceptional \$147,000 in FY2020, we cannot be assured of comparable success going forward. We do note that

donations are currently about \$100,000—that is, on schedule for us to reach the forecast of \$125,000 for FY2021. Finally, while we expect forgiveness of the second PPP loan that will not take place until the next fiscal year when we do not expect to receive additional federal funds. The two forgivable loans paid for many ASOR salaries, and we will not likely have such federal support in Fiscal Year 2022.

These issues did not deter the Finance Committee from recommending approval of the budget submitted here as Exhibit F. As the notes (Exhibit G) to the budget demonstrate the proposed budget aligns with the FY21 Forecast and requires little additional commentary here. The one exception – and the subject of a very robust discussion in the Finance Committee is the commitment as discussed at 22 on Exhibit G of Designated funds for Diversity. The \$50,000 income item is intended to fund the recommendations laid out in the Diversity report. This commitment reflected an understanding that it is not enough simply to provide scholarships or other support to diverse colleagues but that there also must be cultural competency and sensitivity training. The members of the Finance Committee ultimately agreed that this was an important matter and approved moving forward with the DEI budget even before the designated funds have been raised. The Finance Committee agreed that including this as an income item would itself stimulate donation of funds to support the work. There also was a willingness to commit– if necessary – to using part of ASOR’s rainy day funds—currently in excess of \$500,000—in the short term.

The volatile situation in the economy and in the equity markets raise questions about our investment strategies which will be the subject of a special future finance committee meeting. Andy recommends that the Finance Committee continue our current practice of making an exception to our Investment and Spending Policy by “averaging” in new endowments and large gifts (over \$50,000) over a period of 12 months. That said, at the request of Steve Dana (the donor for the Dana #2), Andy recommends that we follow the written policy for the Dana #2 account. There are two reasons for this “exception to our exception”: a) this is the request/recommendation of the donor; and b) the donor (Steve Dana) intends to make annual contribution to the Dana #2 account that will result in “averaging” in the building up of this new endowment account.

The Finance Committee also voted in favor of two motions presented here for full Board consideration for the establishment of the Stevan Dana #2 Endowment Fund and the Norma Kershaw Board Designated Fund. The language of the resolutions makes the terms clear, but we want to identify a couple of special issues. First, as to the Dana fund, the language concerning disposition of the funds in the event that ASOR went into liquidation was important to the donor, so although it is not a typical approach for ASOR we think it is important to agree. If nothing else there seems little likelihood that ASOR will ever go into liquidation. \$100,000 of this endowment just came through. The second salient point is that we are creating the Norma Kershaw fund prior to the actual distribution from the estate. We are confident that the amount intended by the donor actually will be there and want the trust structure to be in place.

Conclusion

The continued increase in the number and amount of endowment funds is encouraging for ASOR's long-term prospects. We expect soon to be in the position to give away \$150,000 in scholarship and other support. We have been able to support the cultural heritage interests of our members without drawing on our unrestricted funds, and the robust growth of the endowment funds this past year will allow us to continue to fund a broad array of archaeological activities as people return to the field. At a time when many sister institutions find themselves in straitened circumstances the vibrant support of ASOR members and trustees have kept us in a good position.

Exhibit B:
Notes for FY21 Budget to Forecast (April
2021)

Summary: Before depreciation, we are forecasting that ASOR will have a **small operational shortfall (\$1,560.30) for Fiscal Year 2021**. Our budget did not include depreciation of the James Strange Center, and we are hopeful that revenues and expenses will be favorable in the last three months of FY21 to enable us to have a break-even budget (excluding building depreciation).

Significant variances from the budget:

- a. Annual Meeting (1 and 1'). Both direct revenue and direct revenues were lower because we did not hold the AM in Boston. Excluding staff time, the Annual Meeting net was unfavorable by \$45,000.
- b. Excavation grants placed in endowment (6). This was favorable, but it is an in-out item that does not impact our bottom line for operations.
- c. Memberships (13): Unfavorable by about \$14,000. We may make up some of this in the final quarter, but only ¼ of memberships received in the last quarter count for FY21.
- d. Annual Fund (16): Forecast is favorable by \$15,000. Last year (FY20), we had \$145,000. This amazing support is due to the generosity of our Trustees and members. Thank you!
- e. Use of prior year unrestricted (25): Due to other favorable items (especially the PPP forgivable loans), we hope to be able to postpone use of prior-year funds until FY22 (and beyond).
- f. PPP Loan (27): ASOR was fortunate to qualify for a Second Draw forgivable loan.
- g. Membership and student scholarships (33): Unfavorable in terms of expenses, but they of course benefit our members. The unfavorable expenses are offset by favorable designated revenue.
- h. Book production (36): Large increase for FY21 that is unfavorable (see below).
- i. Audit / accounting (42): Unfavorable because of non-budgeted hiring of external accounting firm.
- j. Allocable Expenses (37-47): Many of these items are favorable because expenses were not incurred due to the pandemic. Savings were offset by larger unfavorable items mentioned above.
- k. Depreciation (48). Unfavorable because budget did not include building depreciation.

1. **Annual meeting registration fees and income.** Income includes registration fees, exhibitor fees, program advertising, grants (TFBA, AllrS), hotel concessions and reimbursements from research centers. For the 2020 VAM, ASOR did not have any hotel income or expenses. Registrations for 2020 were lower because of the virtual meeting, but we had a favorable situation where members allowed ASOR to keep \$100,000 of registrations paid a higher rate for Boston. We refunded or reduced about \$25,000 in

registrations, and there was a high staff and bank charge cost associated with those refunds.

1' Annual Meeting expenses. There were outlined in more detailed in the December 2020 Executive Director's report. Direct expenses were lower than budgeted because we did not have hotel expenses—including reimbursement expenses from the research centers and other groups that bill events through ASOR. Expenses primarily consisted of the platform for the VAM and other costs related to Boston that were incurred prior to the meeting (e.g., cancellation insurance for the meeting—unfortunately, pandemics were excluded). The direct expenses do not include staff time.

Bottom line for Annual Meeting: The difference between budgeted direct revenue and direct expenses (again not including staff time or indirect expenses) compared to actual revenue and expenses was **unfavorable by \$45,000. Added staff time is on top of this.**

2. Other educational events. The FY21 budget included FOA seminars and trips as “other education events.” No in-person events or trips were conducted due to the ongoing pandemic. However, ASOR launched the FOA webinar series. Revenue from these events is included in this line item and also in the FOA revenue line item (sponsorships are found there). The FOA webinars have been very successful, and they have more net revenue than we pay for all FOA direct expenses (included the stipend for the editor of ANE Today). The webinars support scholarships, which directly help ASOR's bottom line as well as our members.

2' Other education events expenses: These are charges directly related to the webinars (not including the Zoom licenses—where were covered by FOA designated gifts and sponsorships).

3. Dig scholarships awarded: For FY21, these will be summer stipends. The stipends and scholarships are funded by endowment distributions and designated giving. The expenses (3') equal revenue, and they are marked in gray because these designated funds do not impact our bottom line for unrestricted operations.

4. Dig scholarships funds placed in endowment: These are contributions to the endowment accounts (i.e., contributions to Meyers Endowment or Strange/Midkiff endowment). The expenses (4') are the same as revenue because all funds are placed in the endowment account. They are marked in gray because these designated funds do not impact our bottom line for unrestricted operations.

5. Excavation grants awarded in fiscal year. The excavation grants (Harris, Seger, and Shepard) are funded by endowment distributions and designated giving. The expenses (5') equal revenue, and they are marked in gray because these designated funds do not impact our bottom line for unrestricted operations. Shepard Urgent Action Grants are included here

even though not an endowment (yet).

6. **Excavation grants placed in endowment.** These are contributions to the endowment accounts (i.e., contributions to Geraty Endowment or Dana-2 Endowment). The expenses (6') are the same as revenue because all funds are placed in the corresponding endowment account. They are marked in gray because these designated funds do not impact our bottom line for unrestricted operations.

7. **Fellowships for members in Fiscal Year.** These were not awarded in FY21 because of the ongoing global pandemic. There is \$11,000 in the TR Account for the Dever Fellowship and Travel to Collections Fellowship, and those restricted funds will be spent (assuming safe global health conditions) in FY22.

8. **Fellowships for members placed in endowment.** These are contributions to an endowment account (i.e., Mason Endowment). The expenses (8') are the same as revenue because all funds are placed in the corresponding endowment account. They are marked in gray because these designated funds do not impact our bottom line for unrestricted operations.

9. **Nies Trust income and expenses.** We anticipate about \$21,500 of income for FY21. There are three revenue items: a) funds received from Citibank that are placed in the TR account (9' has a corresponding expense); b) funds released from the TR account for direct expenses authorized by the Baghdad Committee (9' has a responding expense); and c) funds (\$7500) released for the support of JCS expenses incurred by ASOR staff (this expense is found in #34 below, and the JCS support is favorable for ASOR's bottom line for unrestricted operations because it offsets ASOR salaries).

10. **Cultural Heritage Initiatives (CHI)—Federal Grants.** We have broken this category into federal and non-federal grants. The federal revenue includes income for direct expenses, as well as indirect dollars (17% = at least \$14,000 in FY21). The in-kind revenue is used for tracking volunteers contributing cost-share to federal grants. The expenses (10') are broken down into salaries and other direct expenses. Almost all of the salaries are favorable for ASOR's bottom line because these are replacement dollars for ASOR staff. For FY21, ASOR received \$37,000 for ASOR salaries as of March 31, 2021. Some of the direct expenses also cover expenses that ASOR might otherwise incur (e.g., DropBox and Adobe licenses—of course these are used for government grants primarily). The indirect funds (\$14,000 as of 3/31/21) are beneficial for ASOR's bottom line, and they are not marked as an expense. Per the implied directive in ASOR's strategic plan, ASOR CHI does not use unrestricted revenue. For FY21, federal grants were favorable for ASOR's bottom line by \$40,000 or more.

11. **Non-federal grants.** These are gifts to ASOR CHI and non-federal grants. For the April EC meeting, I have only included what was placed in the TR account. Again, ASOR CHI

does not use unrestricted dollars, and these funds often offset ASOR staff salaries—and thus are usually favorable for ASOR’s bottom line for operations.

12. **Subscription revenue.** These funds are the royalties that ASOR’s receives from University of Chicago Press. They are unrestricted revenue dollars. Fortunately, we have a guaranteed contract, so these funds have been consistent in spite of challenges presented by the ongoing global pandemic.

13. **Membership revenue.** These are unrestricted revenue dollars from membership dues. ASOR’s membership reached an all-time high in Fiscal Year 21, but the revenue is slightly lower than budgeted. One reason for the difference is that many of the new memberships were Associate Memberships (\$40 compared to \$150). Another reason is that many ASOR members let their memberships lapse until March or April because of later due dates for the 2021 Annual Meeting paper proposals. Renewals in March and April only provide 25% of the membership fee for FY21, and the rest (75) is deferred to FY22. Fortunately ASOR qualified for a Second Draw PPP Loan in part because of the drop in membership revenue from July–September 2020.

14. **Royalties and advertising.** This is income from JSTOR back content. ASOR’s income remained stable, but other societies reported lower income from JSTOR back content. We may see this income line item drop in future fiscal year because JSTOR has changed their royalty payment models.

15. **TR Funds (gifts) released for current book expenses.** Some books require a subvention, and this listed amount equals what has been released to support direct production expenses for the books. Starting with FY21, ASOR is recognizing costs as they are incurred rather than when the books are sold. This is a more conservative method for recognizing all costs rather than postponing them.

Sales Revenue: Starting with FY21, we are recognizing revenue when it’s received (we are pay two quarters behind by ISD). Because of lag in book production in 2019 and 2020, there is very little revenue so far this fiscal year (FY21). In general, ASOR uses either money from the Opportunity Fund or from unrestricted dollars to support books. This year (FY21), the costs will be far greater than support from the OF, and so books were be unfavorable by about \$20,000 towards our bottom line for operations unless we release more funds from the Opportunity Fund. Hopefully sales revenues will pick up in FY22 with the new accounting method and with more consistent output of books. Sales from ISD have been going down consistently, and ASOR may want to consider selling more books directly to our members. 15’ contains the release of funds from the OF to support book production, and #36 (book production is reduced by this release amount.

16. **Annual Fund.** FY20 was a banner year for unrestricted contributions (\$147,000). That is amazing and a result of the generous gifts by our trustees and members. Although we budgeted \$110,000 for FY21, I am forecasting \$125,000 (the same as the FY20) budget. This

amount will be needed in order to have close to a balanced budget for operations (also including the benefit of a Second Draw PPP forgivable loan). Unrestricted revenue.

17. **Institutional memberships.** We thought institutional memberships have leveled out to about 60 member institutions, but we experienced a further drop in FY21—probably because of the global pandemic. We have had several institutions pay in the last few weeks, and we think that we will have 55 active members at the end of this fiscal year. We may end up getting back close to 60. A drop of only \$7,000 from the budget considering the pandemic is a favorable result. I do not see this income line growing in future years, and it may continue to drop.

18. **Endowment distribution.** This is slightly higher than budgeted. We budgeted for the inclusion of the legacy gift from P. E. MacAllister and a 5% distribution rate beginning in 2021. The endowment distribution will be significantly higher in FY22 because we calculate distributions on the average from the past 12 quarters, and because of the 5% distribution for the entire fiscal year.

19. **Interest income and administrative fees:** We budgeted \$4,000 for interest income, and the forecast is for \$50 of income for the entire year (rates have dropped to almost zero). Fortunately, named endowment account balances have increased, so the admin fees (1% of the market value) are about \$5,000 more than budgeted. The result is that the combined revenue line item will be slightly favorable for the fiscal year. The drop in interest income also was one contributing factor to qualification for a PPP forgivable loan. ASOR will need to forecast little to no interest revenue for FY22.

20. **Designated gifts for endowment.** These gifts are placed directly into the Endowment for Operations and contribute to increasing the market value (and then distributions) over time. The amount donated is slightly above budgeted.

21. **Designated gifts for the Board-designated Building Fund.** We are now over half-way to reaching our goal of \$500,000 for this board-designated fund. Distributions will not begin until we reach the \$500,000 goal. Once the distributions begin, they will pay for upkeep and maintenance for the Strange Center, as well as support costs that currently impact our bottom line for operations.

22. **Designated gifts for diversity and the Diversity Challenge Campaign.** This was not budgeted, but it was made possible by an extraordinary challenge gift from Carolyn Strange. These gifts will establish an endowment for BIPOC Fellowships, and they are enabling ASOR to partner with Archaeology in the Community (AITC) to develop teaching resources to benefit underserved community at the Middle School and Secondary Level. They are also supporting funds for increased participation in ASOR by people of color. **At present, no unrestricted funds have been used to support direct expenses for diversity initiatives.**

23. **Other designated gifts.** These gifts support such costs as our Zoom license (FOA gifts were given for this purpose), membership scholarships, and online resources. These expenses are tracked in the TR spreadsheet. Expenses for such items like membership scholarships may be supported by this revenue item.

24. **Designated gifts for development.** These are gifts to support development travel, fundraising events, and other development expenses. Because of the pandemic, these expenses were not incurred (e.g., no Legacy Circle Dinner or travel to meet with donors).

25. **Use of prior year unrestricted balance.** This is an allowance for using what has been called our “rainy day fund” to pay for expenses that are not ongoing. It is anticipated that we may need to use this allocation in FY22, so it is good that

26. **Reimbursement in lieu of rent.** This reflects funds received from ACOR and other groups for building expenses, for direct postage costs, and for utilities / phones.

27. **PPP loan forgiveness.** ASOR received forgiveness of the First Draw loan in January 2021. ASOR anticipates qualifying for forgiveness of the Second Draw Loan, but that will not take place until next Fiscal Year. Because most of the expenses will be incurred this fiscal year, the amount is listed as revenue, but the audit will not show the revenue from the Second Draw loan until Fiscal Year 2022. ASOR qualified for the Second Draw Loan because revenue from the 3rd calendar quarter (Jul – Sept) was lower by more than 25% for 2020 compared with 2019.

28. **Legal services (in-kind).** ASOR benefits from in-kind gifts from Arnold and Porter for various legal needs. This is an in-out items and does not impact our bottom line for operations.

29. **Chair support (including LCP).** This expense line item identifies direct expense support for activities of committees chaired by a member of the CCC, and it identifies programs that directly support ASOR archaeological and program support. These expenses use unrestricted revenue rather than program- specific revenue, or designated giving. For FY21, most of these expenses have been zero because of the pandemic. We have budget \$10,000 of unrestricted dollars per year for the Levantine Ceramics Project (LCP), and this year (FY21) the forecast is for \$11,000 in expenses—we need to be in contact with Andrea Berlin about whether ASOR will pay the budget overage.

30. **Meetings and travel for archaeological support (CAP trip).** Because of the pandemic, this category has not had any expenses.

31. **Website.** We should probably rename this line for the FY22 budget. Our new accounting firm puts expenses for the website in other areas. The expenses here are DropBox and other licenses used specifically to increase online resources. This line item does not include any salaries or BlueHost fees for the website.

32. **Presidential discretionary expenses.** This enables the President to support something not budgeted. For FY21, this amount (\$3,000) supported additional work (above the \$10,000 commitment) on the LCP.

33. **Membership and student scholarships.** These are membership scholarships and other scholarships supported by the FOA webinars and designated gifts. The FOA webinars have been the driving force behind these scholarships, and the FOA program has contributed to ASOR's bottom line through sponsorships and registrations.

34. **BASOR, NEA, JCS.** Expenses directly related to the production of the journals. For BASOR, these are all editorial stipends and stipends for managing editor(s). For most years for NEA, these include travel to the Annual Meeting, but that expense was not incurred in FY21. For NEA it was all editorial and assistant stipends. For JCS, the only direct cost is to contribute \$7500 to ASOR's costs, and that reduces staff salaries for ASOR.

35. **JSTOR, journal, and membership expenses.** This includes JSTOR fees, \$1500 per month for the ANE Today editor, email (Informz) expenses, and other direct (non-salary) membership expenses.

36. **Book production.** Starting with FY21, ASOR is recognizing book expenses when they are incurred rather than when the books are sold. Because we did not produce many books in FY19 and FY20, there is not much revenue coming in now. Book expenses are up because the Caesarea volume (Holum) cost more than normal, and because we have published more books this fiscal year. The Opportunity Fund is used to cover production expenses, and it has covered \$12,500 of costs this fiscal year. Unless we withdraw more from the OF, book production expenses will be unfavorable and use more unrestricted dollars than budgeted in FY21. Hopefully the situation will level in FY22 out as revenues offset future year expenses.

37. **Salaries and benefits.** The forecast is slightly above budget, and the cost is supported by the PPP forgivable loans. This line item is net of salaries allocated to CHI, diversity gift support, and JCS support.

38. **Building expenses, Office Administrative, and Utilities/Telephone.** Our new auditing firm has placed more items in these categories. They also include maintenance and property taxes. When the Board-designated Building Fund reaching \$500,000, this line item will be supported by that quasi-endowment. The reimbursement revenue item reduces ASOR's direct cost for these line items.

39. **Bank charges.** These charges are now part of the specific program line items above, and this line item will not appear in the FY22 budget.

40. **Insurance.** Non-building insurance policies, including liability, travel, errors and

omissions.

41. **Auditing and accounting.** Thanks for the volunteer work of Sheldon Fox, our auditing charges from Romeo and Wiggins was reduced. We increased our accounting support in November with the retention of Charity CFO and Todd Mann Management Group (\$1500 per month for both). The hope is that TMMG and CCFO will reduce the level of effort for a finance specialist at ASOR. To date, Britta and Andy have had to spend increased time checking and correcting the CCFO reports, but we hope that the onboarding process is nearly complete. The hope is that the level of effort from Andy and Britta (and other staff) will be greatly reduced in FY22.

42. **Equipment and supplies.** This category includes more items than in past years including computers, stationary, and supplies for the Strange Center. It also includes direct mailing expenses and newstationary with ASOR's new name.

43. **Abila database.** This line item is ASOR's membership database and customer relationship module.

44. **Office events, Jibrin, consulting.** Reduced in FY21, and primarily includes \$1500 for Clearview Fiduciary for investment advice and analysis.

45. **Dues, etc.** Membership and support of National Humanities Alliances, American Council of Learned Societies, etc.

46. **Travel.** Greatly reduced in FY21 (one-time reduction).

47. **Development.** Greatly reduced in FY21 (one-time reduction).

48. **Depreciation (including building).** This expense reduces ASOR's unrestricted net assets available for operations, but the building depreciation is not directly related to operational revenue and expenses. We have separated depreciation from the rest of the operational budget to enable Trustees to identify more easily the operational balance. Between \$3,000 to \$5,000 of depreciation are items that are operations (website, furniture, computers, etc.). We thus should be in the black by \$3,000 to \$5,000 before depreciation to have a balanced budget.

Exhibit H: Motion to Establish Stevan B. Dana #2 Endowment for Excavation Grants

The ASOR Board endorses and formally approves the establishment of the Stevan B. Dana #2 Endowment for Excavation Grants, in consideration of the following:

- Whereas ASOR has raised funds since 2006 to establish permanently restricted endowment accounts to support grants to ASOR-affiliated excavation projects; and
- Whereas Stevan B. Dana has contributed various amounts, ranging from \$1,000 to \$100,000, to establish a separate endowment account to support excavation grants; and
- Whereas aggregate contributions to the Stevan B. Dana #2 Endowment now exceed \$50,000 (ASOR's minimum threshold for named accounts); and
- Whereas the funds contributed to date are (or will be) invested according to the ASOR "Investment and Spending Policy" (posted on the ASOR website), the policy that governs the investment and disbursement of funds in permanently restricted accounts; and
- Whereas Stevan B. Dana recommended that the funds from the endowment be used to support periodic (probably annual) grants to ASOR-affiliated excavation projects (similar to Harris and Seger Grants);
- Therefore, BE IT RESOLVED that the ASOR Board of Trustees formally designates all funds contributed by Dana and any other donors to the Stevan B. Dana #2 Endowment (both prior to and after this resolution) as the permanently designated corpus amount (or historic dollar amount) of the endowment; and
- BE IT FURTHER RESOLVED that the Stevan B. Dana #2 Endowment be invested and disbursed according to ASOR's "Investment and Spending Policy," which the Board of Trustees may modify from time to time in the future; and
- BE IT FURTHER RESOLVED that while the ASOR Board of Trustees prefers that the Dana #2 Endowment be disbursed to support excavation grants as described above, these guidelines shall not be binding on ASOR if circumstances make compliance in the future impossible or impractical because of unforeseen circumstances. If necessary, the ASOR Board shall be empowered to modify the guidelines, while making reasonable efforts to carry out the original recommendations of Stevan B. Dana for this endowment account to support ASOR-affiliated excavation grants. If the ASOR Board of Trustees ever determines that ASOR should enter into a liquidation process, it shall distribute all funds in the Stevan B. Dana #2 Endowment to the P.E.F. Israel Endowment Fund, Inc. (EIN 13-6104086) with the recommendation that these funds be used to establish an endowment dedicated to annual distributions of 5% of the accounts balance to the Israel Exploration Society (IES #58-0016988) to fund excavations in Israel that IES shall choose. If the P.E.F. Israel Endowment Fund, Inc. is unable or unwilling to accept the funds, the ASOR Board of Trustees shall do its best to carry out the spirit of these recommendations.

Note: Approved unanimously by the ASOR Board at its May 16, 2021, meeting. See minutes posted on the ASOR website.

Exhibit I: Motion to establish Norma Kershaw Board-Designated Fund

The ASOR Board endorses and formally approves the establishment of the Norma Kershaw Board-Designated Fund for Membership Outreach, in consideration of the following:

- Whereas ASOR has received notification that Norma Kershaw Survivor's Trust listed ASOR as a beneficiary of \$200,000, contingent on availability of funds; and
- Whereas the benefactor identified these funds as unrestricted in the trust documents; and
- Whereas the benefactor's intent was to ensure that the funds in the trust bequest could be used so support the e-newsletter outreach function (currently called News@ASOR) into the future; and
- Whereas application of unrestricted funds for that purpose is best met by placing the corpus of the trust bequest into a Board-Designated Fund dedicated to membership outreach such as membership e-newsletters; ~~and~~
- Therefore, BE IT RESOLVED that the ASOR Board of Trustees formally designates all funds bequeathed by the Kershaw Family Trust and any subsequent contributions as the Norma Kershaw Board-Designated Fund for Membership Outreach; and
- BE IT FURTHER RESOLVED that the Norma Kershaw Board-Designated Fund for Membership Outreach be invested and disbursed according to ASOR's "Investment and Spending Policy," the policy that governs the investment and disbursement of Board-Designated Funds, which the Board of Trustees may modify from time to time in the future; and
- BE IT FURTHER RESOLVED that while the ASOR Board of Trustees prefers that the Norma Kershaw Board-Designated Fund for Membership Outreach be dedicated to supporting membership outreach (and e-newsletters) as described above, these guidelines shall not be binding on ASOR. As a Board-designated Fund, the ASOR Board shall be empowered to modify the guidelines, while making reasonable efforts to carry out the original recommendations of the ASOR Board for this fund to support ASOR membership outreach that recognizes the support of Norma Kershaw.

Note: approved unanimously by the Board of Trustees at its May 16, 2021, meeting. See minutes posted on the ASOR website.

Revised Assessment and Recommendation on the LCP from Andy Vaughn

Background: In the summer of 2106, Susan Ackerman and I held conversations with Andrea Berlin about ASOR being involved with the Levantine Ceramics Project (LCP). Subsequently, in October 2016, the EC voted unanimously for ASOR to be a sponsor of the LCP on a 5-year trial basis. The original proposal from Andrea and the relevant pages from the minutes from October 2016 EC meeting are included in the Board packet. I was a strong supporter of the original proposal, and I remain impressed with the LCP.

As outlined in the minutes from 2016, the EC determined:

that funds can be found within our current budget for an initial five-year period during which ASOR could agree to house the project, but not to curate it in perpetuity at this stage, and during which ASOR could develop this partnership and assess how or whether other partnerships and affiliations might be possible with other projects.

Based on conversations with Andrea Berlin over the past three weeks, and based on further information, I feel the need to modify my original recommendation. I still recommend that we find ways to secure the gifts or revenue to support the maintenance costs (currently about \$10,000 per year). In light of Andrea making clear her wishes to turn over operation of the LCP over to ASOR in the next five to eight years, and in light of the tremendous success that the LCP has achieved in accomplishing many of the objectives outlined in our strategic plan, I strongly recommend that we should take three years to work towards that sustainability level and move closer towards assuming full responsibility of the LCP.

There are a few items that I recommend we address, and I am pleased that Andrea has expressed a desire to address these topics. I want to stress that these are not reservations, but rather this is a partial list of things that we will want to investigate as we work towards the time when it is appropriate to call the platform the ASOR Levantine Ceramics Project.

1. Identify and implement ways to make the LCP identified as project of ASOR. Andrea has already mentioned such ideas are rebranding on the LCP website, and in featuring ASOR with seminars and in the naming of the LCP. I am very grateful that Andrea is willing to consider ASOR as the home for the LCP, and I think we can explore ways to have the platform identified with ASOR over the next three years.
2. Higher level of ASOR membership in LCP editors and contributors. I think that we should explore ways have the LCP editorial board members be ASOR members like other ASOR publications. Similarly, we should find ways to encourage the community of LCP contributors (and it is truly a community) to feel like there are part of the ASOR family and community.
3. Sharing of information. Now that we are considering making the LCP a product of ASOR, it will be important for us to share (with reasonable confidentiality) all budget details (including donors, revenues sources, and direct and indirect expenses) so that ASOR and Andrea will be able to confirm that this is a good decision for all parties.

Development Report (submitted by Lynn Dodd)

I would like to express a huge debt of gratitude for the Development Committee members who have met monthly for years now, including throughout pandemic. Thank you to our fellow trustees: Carolyn Strange, Ann Sahlman, Peggy Duly, Eric Meyers, Joe Seger, and our officers including Sharon, Susan, and Richard especially, and now Emily Bonney as Treasurer, along with our Executive Director Andy and Membership Director Felice Herman.

My main message to you on the EC/Board is to say: “Thank you for leading in the investment of helping the Board to deliver on its responsibility to provision ASOR with the resources necessary to achieve its mission and vision”

Big and wonderful changes afoot and accomplished at ASOR:

1. Move to a new city and Jim Strange Center.
2. Care and attention expressed for all our ASOR members
3. Continuing attention to making a difference in the way that past matters to people --- related to heritage preservation
4. Advancing ASOR codes of conduct for professional activities, field work, and the Annual Meeting
5. Revising the name of ASOR [remove “Oriental”]
6. Fashion a future for ASOR that more explicitly encourages broadened access, among scholars in the places we work, representing more fully the constellation of people our society, in order to enrich our scholarship and reach.

This is an exciting time!

As we read in the DEI report, ASOR is seeking substantive change and investment to move forward. A special thanks to all who contribute to this work of asking, explaining, and most of all, leading in giving at this moment in ASOR’s history...as I believe this will fundamentally improve and support our ability to meet the goals of our core mission more fully. A special shout out to Carolyn Strange for her leadership gift to ASOR which is truly transformative.

You have already heard about all the grants that ASOR is able to make to fund research, publication, discovery, and the cultural heritage work that supports our goals in all ways. This all is possible because YOU continue to give to ASOR...adding to the generosity of those who came before us.

I hope that trustees who have not yet made their annual gift –and many of you have, will do so. Happily, from your work and generosity, we now stand ahead of last year at this time – we are at \$100K toward our Annual Fund, that you will consider whipping out your checkbook or pushing the button to Donate to ASOR. Any of us who have yet to designate ASOR for legacy or planned giving, you are invited to reach out to Andy or me or our Treasurer, Emily Bonney. There are easy ways for us all to make Qualified Charitable Contributions from retirement funds (included IRAs). Any of us who may finally have ripened to reach the age of 70 and ½ years young, we can contribute up to \$100,000 per year and avoid taxable withdraws.

So, in sum, I want to say clearly --your gifts are making an extraordinary difference for ASOR—now and for generations to come. You are the one who makes the difference in giving and also in writing and thanking others! Thank YOU and please keep going.